

HANS E. MERTENS

47 MAIN STREET, ESSEX JUNCTION, VERMONT 05452-3122

~ SUMMARY ~

Officer level experience in energy, regulatory relations and construction with Fortune 500 organizations and within New England on behalf of Vermont. Demonstrated successes in new business development, productivity, cost containment, strategic partnering, and regulatory compliance and advocacy. Excellent communications, presentation, and planning skills; high-energy level, strong work ethic. Hands-on style, team player. Aptitude for grasping complex issues and developing manageable solutions that work. Expert on deregulation issues, and appropriate competitive responses.

~ SELECTED ACHIEVEMENTS ~

Electric and Natural Gas Restructuring	Transition Team member that facilitated NYPP transfer of operational authority and established NYISO. Responsible for implementing requirements of FERC <i>Orders 886/889/2000</i> . Analyzed competencies, reporting relationships, and efficiencies then integrated new functions into existing operations. Experienced in FERC mandates to promote RTO's and establish robust energy markets. Participated in numerous state retail access initiatives and subsequent rule development efforts.
Budget Control	Guided multi-company teams through negotiations on major gas supply projects. Performed SCADA system and electronic gas measurement designs to implement FERC <i>Order 636</i> . Researched and analyzed various competitive gas delivery scenarios, determined market response, and reverse engineered improved supply opportunities. Studied susceptibility of customers to "by-pass through price elasticity and sensitivity, and developed competitive response. Achieved EBITDA objectives with regularity. Managed construction and O&M budgets (\$20.46 million). Developed project selection and prioritization model that considered ROI, risk analysis, remaining plant life, code compliance, and highest use for available resources.
Regulatory	Prepared and supported rate case testimony relating to safety and operations. Chaired joint relations regulatory/company oversight committee conducting comprehensive management operations audit. Effectively interfaced with Commission staff and served as expert witness in various liability cases, related to leak migration and safety. Provided testimony before Congress, PSC's, and state legislative committees relating to electric restructuring, distributed generation and market rules.
Strategic	Responsible for directing process improvement activities. Promoted employee driven performance planning and improvement efforts to effect cultural transition needed in competitive markets.
Innovation	Guided multi-functional team in identifying outsourcing opportunities that provided better and lower cost solutions. Promoted performance based maintenance schedules. Instituted reliability-centered maintenance protocol in lieu of traditional time and cycle triggers for scheduled tasks. Decreased maintenance requirements for substations, and controls by 40,000 man-hours by applying proven RCM principles.
System Reliability	Developed hybrid transmission line clearance procedures that lowered costs while improving and stabilizing long-term results. Instituted EOP planning criteria for facility sizing to assure economical design and reduce capital requirements. Guided multifunctional team in revising facility extension practices. Developed justified investment model as the basis for construction: thereby reducing capital requirements and avoiding cross subsidization. Developed leading edge, comprehensive <i>Continuing Surveillance Program</i> . Instituted use of fault tree analysis for developing environmental remediation schemes
Operations	Succeeded in assembling and maintaining highly motivated team that captured top productivity and safety achievement honors. Supervised multidiscipline engineering groups and field forces. Initiated performance driven replacement criteria to objectively determine priorities.
Business Growth	MEA Development Team for Operator Qualification program adopted by DOT as a national OQ standard. Responsible for acquisition of energy technology company. Managed joint venture gas/electric marketing company in New England. Responsible for customer relations, market and price/cost elasticity analyses, and strategic planning.
Productivity	Implemented activity costing system, employee review process, and other customer systems aimed at improving service, choice, and quality. Responded to burden of increased record keeping and information demands by integrating network analysis with GIS database
Government	Represent State interests on NEGC RSC Task Force. Senior Staff representative to NECPUC Energy Committee. Developed VEUCE initiative to promote public/private sector communication. OPS Program Manager. Bargaining agent for NYPA preference power contracts.

~ EDUCATION ~

Rutgers University - MBA (Finance and Regulation) 1976
N.J. Institute of Technology - BS Civil Engineering 1971

Collegiate Honors:

- ASCE Ridgway Award (The Outstanding Graduate)
- Omicron Delta Kappa (Government and Leadership)
- Chi Epsilon (Scholarship)
- Pi Delta Epsilon (Journalism)

Executive Education Programs:

- Stone & Webster Utility Management (Financial) 1994
- Cambridge Institute (Systems) 1986
- University of Colorado (Gas Industry Issues) 1983
- Rutgers-Eagleton Institute (Management) 1980

~ EXPERIENCE ~

- STATE OF VERMONT, Department of Public Service, Montpelier, Vermont** **2001 – Present**
Director Engineering Services and Chief Engineer 2001
 Develop policy and represent State interests in the Northeast with regard to energy and utility matters, including FERC, ISO/RTO, RSC initiatives. DOT/OPS Program Manager for Pipeline Safety.
- WILLIAMS ENERGY SERVICES, Tulsa, Oklahoma** **1997- 2001**
Business Development Director 1999
 Direct product and market development efforts for distributed generation business unit. Responsible for strategy, contract negotiation, and establishment of dealer network. Coordinate integration of multiple innovative and proprietary power technologies to address customer needs.
Manager - Government Affairs and Planning 1998
 Develop legislative and regulatory policy in support of business unit goals for Energy Services Group (1998 revenues \$6.7 billion) for energy trading, power generation, wholesale and retail operations. Advocate and advance principles of open access and energy deregulation. Represent, lobby and testify on behalf of commercial interests.
Manager - Equity Ventures 1997
 Responsible for supporting EnergyVision joint venture by providing wholesale gas and electric trading and sourcing services for retail operation in New England.
- WESTERN RESOURCES, Topeka, Kansas** **1990 - 1997**
Vice President - Electric Transmission Services 1995
 Officer of large diversified Midwestern combination utility (600,000 electric and 650,000 gas customers). Responsible for transmission system planning, operation, and maintenance (3979 MW Peak Load), and compliance with Order 888/889 deregulation initiatives.
Vice President - Operations Planning 1994
 Responsible for coordinating gas and electric operating activities to achieve efficiencies. Prioritize and coordinate business plans among engineering, operations, production, and supply departments. Prime technical and scientific officer.
Vice President - Engineering 1990
 Full responsibility for gas transmission and distribution engineering, operating procedures, code compliance (Federal and three states - MO, KS and OK), management audit, capital budget (\$76 million), system planning and consulting services throughout the Company (1.1 million gas customers, 212 BCF annual sales). Member Senior Management Council and chairman for various strategic planning initiatives adopted by WR to improve operations. Prime contact with interstate pipelines on operational mailers. Experienced with Order 636.
- ANDREWS EXCAVATING, Lancaster, Pennsylvania** **1986 - 1990**
Vice President — Operations & COO
 Directed operations of full-service excavating contractor engaged in all types of utility and site work. Experienced in road, sewer, and site work. Generated billings in excess of \$12 million.
- CONSOLIDATED EDISON, New York, New York** **1981 - 1986**
Chief Gas Engineer 1983
 Established, administered and coordinated engineering and operating policies for gas transmission and distribution system serving 1.1 million. Interface for all interstate pipelines into New York City. Performed due diligence analysis; provided expert testimony; directed gas R&D. Supported electric generation gas fired units.
Manager of Operations 1981
 Operated and maintained urban gas transmission system. Operated six major river crossing utility tunnels between Manhattan and other boroughs containing steam mains, fuel oil lines, pipe type electric feeders.
- PSE&G, Newark, New Jersey** **1971 - 1981**
District Manager Gas T&D
 Responsible for a gas transmission and distribution district serving 186,000 customers in a metropolitan area.

~ PROFESSIONAL ~

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| NEMA Executive Board & MidAtlantic Policy Chair | NY ISO Management Committee |
| Board of Directors - Kansas One Call System | PJM Members Committee |
| Board of Directors - St. Joseph Health Center | IPPNY (Independent Power Producers of NY) |
| Board of Directors - Silicon Prairie Technology Association | EPSA (Electric Power Suppliers Association) |
| Board of Directors - Kansas Gas Group | MAPSA (MidAtlantic Power Suppliers) |
| Chairman, MGA Operating Section | GRI Industry Technical Advisory Committee (ITAC) |
| NECPUC | Society of Gas Operators (SOGO) |

~ PERSONAL ~

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| Superior Court Juvenile Conference Committee | Elder / Trustee of St. Cloud Presbyterian Church |
| Board of Directors - Lakewood Owners Association | Citizens Advisory Board, Blue Springs Board of Education |
| Secretary - Lancaster Township Zoning Board | Finance Chairman, Boy Scouts of America - Explorers |
| President – Essex Youth Football Association | Licensed PA Realtor |

